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NATIONAL ASSOCIATION
of CORPORATION TRAINING
BULLETIN

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Volume VIII

February, 1921

**Extending Personnel Work to
Employes' Families**

In this issue of the Bulletin there is a feature article which gives constructive information on personnel or welfare activities showing how they have been extended beyond employees and into their homes. The information is the result of investigations made by the Government's Bureau of Labor Statistics and also data gathered by the Managing Director's office from the industrial organizations having membership in the Association.

**Changes in the Employment of
Women in Industry**

Miss Mary Anderson, Director of the Women's Bureau of the United States Department of Labor, furnishes some interesting data as to the number of women employed during the war and still employed in the industries, and their present status.

**Pennsylvania Railroad Plans to
End Strikes**

A statement by the management of this great railroad system, which has organized and instituted a mutual working agreement under which settlement of all future differences will be made.

**PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE**

International

Corporation Training

125 Broadway, New York, N. Y.

Corporations are beginning to realize the importance of education in the efficient operation of their business. Every school has been sufficiently tried out as a means of increasing efficiency. The Association of Corporation Training aims to render new corporation schools more effective by pointing out the pitfalls into which others have fallen and by giving a sound basis upon which others may interchange experience. The Association is a non-political organization admitting only to much of theory and practical application. The members feel will be beneficial and will return to their firms with a knowledge of the value of membership fees.

The central office is responsible for the collection of information in gathered, arranged and classified reports. This information is available to all corporations, companies, foundations, educational institutions, and other organizations to incite educational courses upon behalf of the Association.

Objectives

The objectives of the Association are manifold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to accommodate fully the needs of industry.

Membership

Article IV—Membership—Article III.

Section 1.—Membership shall consist of the three classes: Class A (Company Members) and Class B (Individual Members).

Class A.—Class A members shall be commercial, industrial, transportation or governmental organizations, corporations, partnerships, firm or individual ownership, which now or may be interested in the welfare of their employees. They shall be entitled, through duly convened meetings, to attend all meetings of the Association, to vote and hold office.

Class B.—Class B members shall be teachers, managers or instructors of schools connected with corporations or individuals. They shall be entitled to hold office and general representation.

Class C.—Class C members shall be those not eligible for membership in Class A or who are in agreement with the ideals of the Association.

Principles of Law—Article V.

Section 1.—An initiation fee of \$10.00 shall be charged all new class "A" members to annual dues.

Section 2.—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00

The annual dues of Class "B" members shall be 5.00

The annual dues of Class "C" members shall be 10.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and July 1 shall pay nine months' dues or \$75.00. Those joining between July 1 and December 1 shall pay six months' dues or \$50.00. Those joining after December 1 shall pay three months' dues or \$25.00.

Dates 1920-1921

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No. 2.

A DISCUSSION OF PROFIT SHARING AND RESULTS

A recent impulsive movement on the part of workmen of a North Carolina Iron Works has caused a hasty and poorly developed criticism of profit sharing. Possibly no topic or movement which has been introduced into industrial relations in recent years has been more discussed and less understood. All sorts of bonus plans have been classified as profit sharing.

It is assumed that profit sharing also involves loss sharing. Any well-founded discussion of this theme must proceed from this basis. Stock ownership on the part of employes is profit sharing, but the awarding of a bonus to meet unusual living costs cannot be classified as a movement in which employes share in the profits of the business.

The employes of the Iron Works in North Carolina were advised by the officials that there were not sufficient orders on hand to continue operation. They decided to take over the foundry and operate it on a cooperative basis, under an agreement that their wages were to be determined in accordance with the course of profits in the enterprise, the owners were to have cost and a reasonable return on their investment; the workers the balance. They had been asked to accept a 10 per cent wage reduction in order that the business might continue, and had chosen the alternative of operating the business themselves. After one week of operation it was found that the amount available for wages would be 20 per cent less than they had been accustomed to receive. The workers then went on strike and the works were closed.

In discussing the experiment the *Philadelphia Evening Bulletin* observes:

"The present wage system, with its many variations, as establishing the relationship between employer and employe and their joint relation to business, may not be ideal, and in the evolution of industry there may be improvements which shall radically

alter it. But the bulk of experience endorses it as the most practicable form of agreement that can operate so long as capital and labor shall be recognized as distinctive factors."

The *Journal of Commerce* of Chicago also comments on the experiment as follows:

"In most cases the worker feels that he is entitled to a fixed wage and receives it. He sees his employer enjoying what may seem to be an unusually high degree of prosperity, and wishes that he could change places with him. The thousands of employers who fail or never make profits are too often overlooked. The employer is taking all the risks. He must sell enough goods to bring in money to pay his employes and take care of depreciation, insurance, taxes, bad accounts and his own profit. If times are bad he makes no profit, yet he must go on paying his men. When employes agree that their pay shall depend on the volume of business done and actual profits they are sharing in the risks that the employer takes and they must suffer with him when business is slack. One aspect of this plan is attractive, but the other side is not. Bread is rarely buttered on both sides."

Similar comment is made by the *Indianapolis News*, while the *New York Globe* observes:

"Even the ideal employer, agreeing with an ideal group of laborers, would strike snags in attempting to work harmoniously along cooperative lines. In real life neither side is often tolerant or reasonable, neither side is willing to sacrifice immediate interest to future advantage. The most admirable capitalist is not sure of his forethought; he cannot rely on the security of his investment. The laborer, though he may try to save money in fat years to tide him over the lean, will often find it an impossible task and scramble desperately in the end for the sake of his dependents. A profit-sharing system presupposes a going concern, wisely controlled, that cannot fail in any circumstances, and a group of philosophers performing the manual labor, philosophers who have schooled themselves to look ahead, prepare for good and bad luck, and take what comes. There are few such capitalists, few such employes, in industry—not enough to count."

Still, notwithstanding this rather pessimistic comment, the fact remains that profit sharing is gaining more rapidly at the present time than during any period since its introduction into industry. The experience of the Proctor & Gamble Company fully justifies this statement. The experience of many other companies can also be quoted to substantiate this claim, but these experiences are based on real profit sharing, stock ownership on the part of em-

ployees, and a cooperative spirit combined with a progressive and humane management. A discussion of this subject which omitted the United States Steel Corporation would be incomplete. For several years this great business organization has encouraged its employes to share in the profits of the business through stock ownership. Just a few days ago the corporation announced that the annual stock offering to employes would be made this year at \$81 a share, the lowest price at which the shares have been put out since 1914, when the offering price was \$57 a share. The highest price was in 1917, when the subscription was available at \$107 a share, and last year the offering was made at \$106. The number of shares taken in 1920 was the largest on record, totaling 167,407, and the subscription of 1919 totaled 156,680 shares, when the 100,000 mark was crossed for the first time in the history of the corporation. It is expected that the present subscription will take at least 175,000 shares and possibly cross the 200,000 point, since the price is low as compared with recent years.

An employe of the corporation who subscribed for every offering of common stock and who took his subscription this year would find that the average price of his shares was slightly in excess of \$79.

In the course of a month or six weeks the Association will forward to all its Class "A" members a Special Report on Employe Stock Ownership Plans. This report will be a review of systems which have been inaugurated by industrial and commercial institutions wherein employes have purchased stock and the methods which have been employed in making such plans effective. This report will be available only to Class "A" members.

DEVELOPMENTS IN THE INDUSTRIAL RELATIONS COURT

It is doubtful if many intelligent thinkers have reached definite conclusions regarding the experiment of an Industrial Relations Court. To be sure the movement has been transplanted from Australia to Kansas, and the Kansas Court has functioned. In previous issues of the BULLETIN full information has been given regarding the court and what it is supposed to accomplish. It will also be recalled by BULLETIN readers that the court enjoined certain strikers in relation to coal mining, and that its authority was sustained by other and higher tribunals. The court has now placed itself on record in connection with an attempt to operate flour mills in that state on part time or entirely to close down the mills for a period. In reviewing these cases the court

held that skilled and faithful craftsmen in Kansas industries must receive a living wage.

"A very important question connected with the matter before us is its effect upon labor," says the decision. "The people of Kansas have solemnly declared by legislative act that workers engaged in this industry shall at all times receive a fair wage and have healthful and moral surroundings. In the reduction of the hours of operation, therefore, the millers should be very careful and solicitous concerning the matter of labor. Skilled and faithful employes should be given such treatment as will enable them during the period of limited production to support themselves and families."

The court announced the appointment of a committee to draft rules and regulations to be adopted by the court relating to the milling industry of the state. This committee is to draft the rules and regulations under which all mills must be operated in the state and the millers will be required to obey them when it comes to shutting down or limiting production in any way.

In commenting upon the court's decision the *New York Times* observes: "The new Court of Industrial Relations in Kansas obviously intends that its rule shall work both ways. Hitherto it has been regarded chiefly as a means of preventing strikes such as that of the coal miners last winter, which set the whole state shivering. In this decision it invokes its authority to prevent a 'strike' of capital.

"As to the humanity of this decision, and its justification on the grounds of abstract reason, there can be little question. If it is desirable to protect the consumer from freezing, it is equally desirable to protect the producer from starving. If labor may be abridged in its right to strike, so capital may be abridged in its right to discharge. On the nearer view the cases do not run exactly parallel. Last winter the miners deliberately combined to take a course of action that they knew would work the utmost hardship upon the public. This winter the responsibility does not rest upon the employers, who are themselves fellow-sufferers with their workmen; yet the court looks to them alone for the remedy. Even on the grounds of abstract reason it would appear that, if the laborer is to be coerced in behalf of the public, then it is the public and not the individual employer who should walk Spanish when the boot is on the other foot.

"Even the remedy of state unemployment doles has not worked quite perfectly; in England it has been found to breed inefficiency and slackening. If the payments are exacted from the

employer, they will be less likely to lead to abuse; but it will scarcely be possible to avoid the penalty of all similarly local expedients. By increasing the cost of production they drive business to other and less humane states. There appears, moreover, to be an intention to discriminate between workmen who are more skilled and faithful and others who are less so. A committee appointed by the court is to draft 'rules and regulations' covering such matters. It is not unlikely to discover a difference between abstract and general justice and justice that is individual and concrete."

To say this is not to carp, but rather to show a warm and lively interest. Modern industry presents many problems which, in relation to the long history of civilization, are brand new and utterly without precedent. The best of men can only grope toward a solution, a new code of ethics. Broadly stated, the problem is to insure for the employee all the freedom and prosperity which is compatible with the general weal, and to the employer such safeguards as shall enable him to maintain the vigor and efficiency of our great industries. Among the best of men all liberal folk include those Kansans who are responsible for the Court of Industrial Relations, and especially as they show so clear an intention to make justice even-handed. The problem they are dealing with is as vital as it is difficult.

WISCONSIN PLANS A NEW EDUCATIONAL DEVELOPMENT

During the last ten years the State of Wisconsin has forged ahead rapidly in making effective a progressive educational program. Massachusetts, New York, Indiana, Pennsylvania, and New Jersey have previously led in efforts to enlarge their educational systems, but more recently California and Utah have assumed commanding positions in this respect. Wisconsin not to be outdone by other progressive states has outlined an enlarged program based on the following principles:

1. The welfare of every child is a primary concern of the state.
2. The state exists for the welfare of its citizens. It is a means to an end.
3. The duty of the state to require a minimum of education in the interest of its own security and progress.
4. The right of the state to provide comprehensive state-wide educational facilities of every grade of education open on equal terms to all citizens.

5. The right of the state to tax all the property, including the income or inheritance of people to support and maintain a public educational system.

6. Equality of educational opportunity everywhere in the state. Wherever the state permits a community to organize a public school, it shall see that the community is able to provide, with state aid, if necessary, adequate educational facilities.

7. The organization of educational and taxation units large enough to adequately finance and furnish at least that minimum of education which the state regards as necessary to its continued existence, in order that it may achieve its public welfare purposes.

8. The duty of educational institutions, in accordance with a state plan, to serve the state by informing the citizenship, by furnishing trained, socially-minded men, for the trades, professions and particularly the public service, by research in the great problems of our industrial and social life today calling for solution.

Commenting on the present plan of state aid, the report says:

"There should be a radical organization of our whole plan of state aid. Our present plan—if anything so chaotic may be called a plan—is the result of the accumulation of years. One thing was done this year, another thing the next, and so it continued. The need is therefore for intelligent planning of school aid. It should be noted here that it is not expected that the revision of the present aids will result in less expenditure by the state, but that it ought to result in a wiser expenditure of the state's money for educational improvement."

The fundamental condition to a wise redistribution of the school aids is the formulation of a comprehensive public educational program, and the use of the money spent for state aids to make it effective.

Another condition of a wise state aid policy is that there shall be a definite policy of ends to be achieved by State aid. There must be kept clearly in mind the purposes that may be secured as follows:

1. To equalize the burden of local taxation for education.
2. To guarantee to every child in the state, wherever he lives, the facilities for at least certain minimum educational achievements prescribed by the state.
3. To stimulate educational experimentation.
4. To secure the earlier adoption or the better enforcement of desirable educational policies.

Still another condition of a wise public policy for state aid for education is the utilization of appropriate methods of distri-

bution to achieve the variety of educational improvements desired.

The principal considerations are:

1. The amount of money given as aid to a local community must be adequate in amount to achieve the purposes.
2. The distribution must be based on some educational achievement.
3. The distribution may be based on a variety of elements, attendance, poverty or wealth, new educational services, besides census.

Provision is also made for better engineering education; details a teacher's salary schedule, and proposes representative Boards of Education; an effective rural school organization is outlined, also a city school organization; plans are made for efficient normal schools and compulsory education throughout the state. In closing the report the subject of physical education is discussed.

If we would safeguard the future, we must now provide for a comprehensive and systematic plan of physical education in the public schools. This plan should include:

1. Definite provision for physical education in the courses of study of each year of our elementary, high, vocational and teachers' training schools, and in the institutions of higher learning.
2. Provision for regular medical inspection of school children and students in all public schools.
3. Provision of medical and dental treatment for school children.
4. Provision for special school nurses in rural and urban schools, adequate to meet the respective situations.
5. Provision for athletics that will aim in all schools to reach the entire student body, and the subordination of spectacular contests between schools of the high trained to this end.
6. Provision of ample playground and other recreation facilities either in schools or in close proximity to them, and the provision for future facilities by means of intelligent city and village planning now.
7. Cooperation of the several teacher-training agencies of the state with the state authorities in formulating (1) adequate courses of study for elementary and high schools; (2) standards for the certification of teachers and (3) the best means of training teachers in service.

PERSONNEL WORK AMONG EMPLOYEES' FAMILIES

That the Managements of Industrial Organizations Have Assumed Welfare Functions and Have Arranged Plans Under Which These Functions Are Administered Is Generally Known, but the Basic Factors in These Plans to Insure Successful Results Have Not Before Been Compiled and Made Available to Those Interested. The Article Which Follows Is Such a Compilation of Information.

If there is one form of industrial personnel work which might seem to be counted upon to arouse less interest among employers than any other, it is extension of that work to workers' families. Therefore, it may surprise BULLETIN readers that a recent investigation by the United States Bureau of Labor Statistics of social betterment work among the families of employes has disclosed the fact that upward of one out of every four establishments from which schedules were secured, were found to be doing something along such lines.*

*Inquiry for information as to what has been and is being done in industrial organizations having Class "A" membership in the Association—along personnel activities that lead into the homes of the workers—the families of the employes—reveals data that substantiates the information collected by the Government's Bureau of Labor Statistics.

That fact admitted, however, it will probably surprise no one, that the industries which widely surpass all others in the amount of work done among families, are the steel mills, coal mines and cotton manufacturing establishments of the South; in other words, industries employing a comparatively low grade working force, and, as a rule, comparatively isolated from other social centers. Conspicuously good and extended family work is likewise found among foundries, machine shops and manufacturers of explosives; and, of course, there are not lacking notable examples of such work in other concerns where the character and ideas of the management impel in that direction.

Welfare work among employes' families generally follows these lines:

1. Improvement of living conditions.
2. Protection of health.
3. Provision for education.
4. Provision for recreation.
5. Fostering Americanization.
6. Development of Community Spirit.

It is impossible, of course, to compute in dollars and cents the

value to industry of the transformation in the standards of living brought about by such effort, but something of the extent to which family betterment work is being carried on can be indicated.

Living Conditions

In a number of cases squalid towns have been converted into clean and attractive communities by the following measures:

1. Town planning and tree planting.
2. Donation of park land.
3. Constructing or improving dwellings.
4. Paving and grading streets.
5. Installing sewerage.
6. Introduction of lighting and water systems.
7. Instruction in gardening.

Protection of Health

The importance which employers who have inaugurated industrial social welfare work place on community health may be estimated by the fact that it forms the largest single department in such work. The measures employed to secure industrial community health are many and varied, including the following:

1. Drainage.
2. Extermination of insect pests.
3. Provision for and care of garbage.
4. Clean water.
5. Regulation of milk supply.
6. Medical treatment.
7. Plant hospitals.
8. Free clinics.
9. Sanitoria.
10. Fresh air camps
11. Anti-tuberculosis work.
12. School lunches.
13. Visiting nurse.
14. Instruction in nursing and the preparation of food.
15. Distribution of circulars treating of sanitation in its many forms.
16. Day nurseries.
17. Community bath houses.

Education

Educational facilities of some kind are almost invariably

found where industrial community work of any magnitude has been attempted. Among these facilities are:

1. Churches.
2. Young Men's and Young Women's Christian Associations.
3. Kindergartens.
4. Community schools.
5. Special class work and lectures—Industrial Arts, Domestic Science, Manual Training, Hygiene, Care of Children and the Home, Sewing, English, etc.
6. Libraries.
7. Stereopticon, Educational, moving pictures, etc.
8. Company periodicals.

Recreation

Industrial community work nearly always, also, includes some form or forms of recreational activity. The most common of these facilities, as might be expected, are the baseball field and the children's playground. It is said that the behavior of the children of a community almost invariably improves rapidly after the establishment of a playground in their neighborhood, especially when the play is supervised or directed. Forty per cent of the companies which reported family work to the government's investigators and a considerable majority of the industrial organization having membership in the Association have playgrounds of one sort or another. Among the community recreations provided are:

a—Outdoor:

1. Vacation camps.
2. Athletic fields.
3. Soccer and tennis courts.
4. Basketball grounds.
5. Picnic parks.
6. Field days and picnics.
7. Boy scouts and camp fire girl activities.

b—Indoor:

1. Settlement houses.
2. Club rooms and club houses.
3. Y. M. C. A.
4. Y. W. C. A.
5. Bowling alleys.
6. Pool rooms.
7. Boxing and wrestling rings.
8. Gymnasiums.

9. Reading rooms.
10. Thanksgiving and Christmas celebrations, etc.
11. Musical and dramatic entertainments and dancing.

Community Spirit

The problem of transforming a mere conglomerate mass of individuals, more especially when these individuals are in the main foreign, united by nothing but a certain degree of interest in the same industrial enterprise, into a respected, self-conscious and self-dependent community, is one of the most momentous with which any employer of labor on a gigantic scale can ever be called upon to grapple. Among others, the following methods are being tried:

1. Instruction in American ideals.
2. Creation of civic organizations.
3. Extensions of privileges of company thrift activities.
4. Group insurance.
5. Cooperative buying.
6. Company support of Community churches, missions, Sunday schools, "Y. M. C. A.'s," "Y. W. C. A.'s," etc.
7. Settlement and club houses.
8. Including families in company social service department activities.
9. Clubs and benefit associations.
10. Scout and camp fire organizations.
11. Community entertainments, lectures, fairs, band concerts, parades, etc.
12. Community gardening.

The Industrial Community Worker

Any form of industrial family work on any considerable scale presupposes a welfare worker of some description. As a rule this worker is found to be first and foremost a nurse or other capable visitor to advise in the care of the sick and the children; to instruct in American methods of home-making; to be a sympathetic friend in time of trouble. Industrial social workers, on the other hand, may be primarily teachers, supervising and directing educational and recreational activities, or they may be organizers, relied on by the companies employing them to bring into being community activities until their advent non-existent. The essential qualifications of the person charged with employe family welfare work have been summed up as follows: "Health, balance, courage, patience, sympathy and infinite tact." In any

event it must be admitted that few individuals need more fortification as to character by an intense desire for personal service than does the man or woman, who through social betterment work, comes into the most intimate possible relation with the wage earner and his family.

The Pratt & Whitney Company Inaugurate Plan for Making Technical Information Available to Employees

From a company publication we take the following information regarding a helpful activity that has been developed by the Pratt & Whitney Company:

"The question of technical information in the engineering department is a very important one, since much of the success of engineering work depends on its accuracy and availability.

"To accomplish these objects the following plans were made and have been in successful operation for the past year and a half.

"We have now on file 1,600 catalogs, quite completely covering our own and similar lines of work in other plants. These are available for use, not only in this department, but are freely loaned to other departments of the plant. A single filing card representing each catalog takes care of the issues and returns and provides a history of the use of the catalogue for over a year, when a new card is provided.

"Then we have a file of miscellaneous information consisting of 235 folders which often afford the information desired.

"We receive an average of eighteen technical magazines a month. These are read and labeled with names of officials and designers, and the pages of articles appropriate to their use are numbered. After three months these magazines are taken apart, and pages of desirable illustrated advertisements filed. The marked articles are filed in fifty 'snap binders,' *each containing a single subject*. By this means the best technical articles are preserved in permanent form and always available. A catalogue circular giving these subjects was recently sent to all departments; more of them are available if wanted. These volumes are issued in a similar manner as the catalogs, and the draftsmen are permitted to take them home over night for evening study. The current magazines are similarly loaned.

"Thus, while these publications are of much value to the draftsmen in their daily work, they also serve as educational features to such as desire to avail themselves of these privileges."

CHANGES IN THE EMPLOYMENT OF WOMEN IN INDUSTRY

Miss Mary Anderson, Director of the Women's Bureau of the United States Department of Labor, Has Furnished for the Association's Subcommittee on Unskilled Labor and Americanization the Following Information Relating to the Employment of Women in the Industries and Changes Which Have Occurred Since the Year 1914.

The production records of women during the war and the testimony of countless employers as to the capability and efficiency of this new factor in their labor force has led to considerable speculation as to the probable result of this temporary stimulation of the employment of women in many new industries. Recent figures collected by the Women's Bureau show changes in the proportion of women employed in a large group of industries which are so arresting as to command the attention of all employers of labor. These figures indicate very decidedly that the more extensive use of women which was brought about during the war has become a permanent condition, and that many doors of industry, opened to them at last, are not going to close again.

Before 1914, 75 per cent of the women who were employed in the industries of this country were making textiles, wearing apparel, food and tobacco products. This massing of working women in a comparatively limited field has resulted in the designation of a certain group of occupations as "women's work." The necessities of war production, however, shattered many precedents and one of the theories which were scrapped was the old one that women were intended to handle only certain kinds of implements, and that any attempt to induct them into new fields would be disasterous not only for industry but even more surely for the community and the women themselves.

How the Percentage of Women Workers Has Increased

Figures have been obtained giving the actual numbers of women and the number of women per 1,000 workers in a very large number of industries manufacturing implements and agents of warfare, such as iron and steel and their products, lumber and its remanufactures; cars, both steam and electric; stone, clay and glass products; leather and its finished products; chemicals; metal and metal products other than iron and steel; automobiles, including bodies and parts; electrical machinery, apparatus, and

supplies; rubber goods; carriages, wagons, and materials; agricultural implements; musical instruments; shipbuilding, including boat-building; optical goods; motion picture and photographic apparatus and supplies; instruments, scientific and professional; motorcycles, bicycles, and parts; airplanes, seaplanes, and parts. In this group sixty-five women were employed among every 1,000 wage earners in 1914, 77 in 1916, 106 after the first draft, 139 after the second draft, and nine months after the signing of the armistice every 1,000 wage earners included 100 women, an increase over 1914 of 53.8 per cent. These figures show that after this large group of industries had settled down into a production basis for peace, women retained nearly as important a position among the labor force as they had attained after the first draft.

The conditions in individual industries are even more significant. In the industries manufacturing iron, steel and their products in 1914 there were 29 women in every 1,000 wage earners, in 1916, 33 women, after the first draft 61, after the second draft 95 and nine months after the signing of the armistice 94 women to every 1,000 wage earners, an increase over 1914 of 224 per cent. In the industries manufacturing metal and metal products other than iron and steel, the retention by women of their war time hold on new jobs is equally marked. In 1914 these industries employed 150 women in every 1,000 wage earners, in 1916, 148, after the first draft 149, after the second draft 178, and nine months after the armistice every 1,000 wage earners included 191 women. Of course in some industries the proportion of women decreased until it was barely equal and sometimes even less than the pre-war proportion, but the general trend has been toward the retention by women of much of the ground gained by them during the war emergency.

Permanency in Positions Gained

Additional testimony on the permanence of the position gained by women is given by a comparison of the industries manufacturing implements and agents of warfare which employed the largest proportion of women after the second draft, and after the signing of the armistice. It is a very striking fact that these industries are almost identical for the two periods. After the second draft the six industries in this group which employed the largest proportion of women were, in the order of their importance the manufacture of optical goods, rubber goods, motion picture and photographic apparatus and supplies, leather goods, electrical machinery and musical instruments. For the post-

armistice period the industries leading in the proportion of women employed were the manufacture of motion picture and photographic apparatus and supplies, leather goods, optical goods, musical instruments, metal products other than iron and steel, and electrical machinery. Except for the substitution of metal products for rubber goods, the industries which became the leaders in employing women after the second draft, still kept this position after they had changed to the products and conditions of peace.

Industrial Training for Women

This change in the trend of the employment of women will have a very definite effect on many problems of industry, but perhaps in no one field should it receive more immediate recognition than in provision of adequate facilities for industrial training for women. The increased opportunity for women in industry has not yet received general recognition and has had little effect in opening to them courses in trade training in public and private schools. Millinery, dressmaking, and instruction in the textile trades still predominate among the courses offered to women, although the employment offered in the same locality may include wood working, machine work or various other occupations which have nothing to do with the needle, the dressmakers' form or the textile mill.

The states in which are found the greatest opportunities for machine shop and sheet metal work for women are Ohio, Michigan, New York, Pennsylvania, Illinois, Connecticut, Massachusetts and Rhode Island, but these states are still emphasizing in the public schools the traditional "women's jobs" and their girls are not being prepared for the opportunities which are lying outside of their schools' doors. In Ohio, for instance, there are at least 53 public vocational institutions giving trade and industrial courses. In only five of these schools were women enrolled at all in 1919, and in these five the women were being taught dressmaking, costume design, dress pattern making, embroidery, power-machine sewing, and pottery making. And yet in Ohio, in 1918, 12 of every 100 employes in the metal industry were women. In New York state out of 68 public industrial vocational schools women were enrolled in only 11. In the city of Rochester, which is a center of optical goods manufacture, the three public vocational day schools and the three public vocational evening schools had 410 enrolled in dressmaking and millinery courses and none in the machinery shop courses.

These instances could be multiplied many times, but are sufficiently typical in themselves to illustrate the conditions which

working women are facing. If the women of this country are to be installed in industry on a satisfactory basis, they must be permitted and urged to take the training which will prepare them for the work they are best fitted to do, and which is ready for them in the community in which they live. The time is ripe for a very considerable overhauling of the public attitude not only toward the position women have achieved in industry, but also toward the methods by which their achievement is to be made permanent and valuable. This new position of women shows a definite change in the type of work which they will be expected to do, and this change is a challenge not only to industry itself, but also to the educational authorities of the country.

Ford Motor Company Utilizes Its Educational Department in Eliminating Accidents

A recent account of safety departments in the Ford Motor Company's factory at Detroit gives details as to how that company has almost eliminated fatal accidents.

The significant thing about the Ford Company's record lies in the fact that safety was obtained by engineering reconstruction rather than by giving advice to the members—not that the latter was overlooked. The policy of the safety department of the Ford Company seems to have been embodied in the following paragraph:

"Work on your equipment first; guard every dangerous machine and every unsafe spot in the plant. Then gradually work in your educational campaign. You cannot expect the cooperation of your men until you have shown them that you really mean to do your share in making the plant safe."

The 1920 Bound Volume of the Association's Bulletin Now Available

Each year the Association has bound one hundred copies of its Monthly BULLETIN, and the volume for 1920 is now available. The price is \$3. These bound volumes are usually purchased by members, educational institutions, libraries, and by foreign institutions interested in education and other personnel problems. The volume is sent post paid, but as there are only one hundred of the volumes, orders can be filled only while the edition lasts.

The 1915 and 1916 editions are sold out. There are a few of the 1917 and 1918 volumes of the BULLETIN which may be purchased at \$2.50 per volume. 1919 volumes may be purchased for \$3.

PENNSYLVANIA RAILROAD PLANS TO END STRIKES

The Management Has Completed an Arrangement with the Representatives of Engine and Train Service Employes Through a Mutual Working Agreement Under which Settlement of All Future Differences Will Be Made.

The management of the Pennsylvania Railroad System has concluded, with the representatives of its engine and train service employes, a mutual working agreement, regarding the settlement of future labor differences, which, if lived up to in spirit by both sides, should, in the belief of the management, eliminate any question of strike on this railroad, as far as train operation is concerned.

This is the outcome of a series of meetings between representatives of the management and of the engine and train service employes. Both sides are applying the new principles of relationship between the management and the men. The agreement became effective January 1.

The classes of employes who, through their accredited representatives, have joined with the management in this matter are the enginemen, conductors, firemen, hostlers, trainmen and switch tenders, constituting the most numerous groups of employes directly engaged in the movement of freight and passenger traffic.

As a medium to carry out the purposes of peaceful settlement, upon which the railroad is now in such complete accord with these classes of employes, there has been established the "Joint Reviewing Committee of the Pennsylvania Railroad System" for the settlement of all controversial questions affecting the engine and train service men. Through this committee, the employes involved will, for the first time in the history of this railroad, have equal voice and vote with the management, as the committee will constitute a Court of Review involving grievances, rules and working conditions, including discipline.

How Court of Review Is Organized

The Joint Reviewing Committee will be composed, on behalf of the management, of two representatives from each of the four regions of the system, and, on behalf of the employes, of the general chairmen of the men in the engine and train service. The votes of all members, whether representatives of the management or of the employes, will be of equal power and not less than a two-thirds vote will be necessary to reach a decision upon any question presented.

In all matters, except individual discipline cases, the full committee will vote, and its decisions will constitute precedents, which will be binding equally with respect to similar existing or future cases, upon the management and the employes in all four regions of the system uniformly.

Discipline cases will be handled somewhat differently, as they involve a personal element which must be accorded recognition. It has, therefore, been decided that when such a case comes before the Joint Reviewing Committee, the two representatives of the management in the region in which the case arises, together with the representatives of the employe involved, shall not sit as members of the committee, during consideration of that particular case, but shall act as counsel for the presentation of their respective claims. The remaining members will hear the case and determine the matter at issue. This will insure expeditious handling and fair judgment upon all discipline cases.

The work of the Joint Reviewing Committee will be supplemented by an extension of and improvement upon the methods of handling differences and grievances which were in effect prior to the war. Each division superintendent will have a meeting once a month with the local chairmen of the engine and train service employes under his jurisdiction, at which either side may present matters for consideration. Each general superintendent will have a monthly meeting with the general chairmen, and the general manager of each region will also hold monthly meetings with the general chairmen.

Provision for Appeals

Appeals may be taken in the order named, and appeals from the decision of a general manager will be taken to the Joint Reviewing Committee of the system. Thus, in the final determination of any matter, the employes, through their representation upon the Joint Reviewing Committee, will have equal power with the officers in determining the issue. In this manner, the employes will participate in each step in decisions affecting their personal welfare and the conditions under which they work.

The Joint Reviewing Committee will meet monthly in order that all pending matters may be promptly determined.

For the purpose of definitely establishing decisions and interpretations upon the Pennsylvania System, a very important provision has been adopted. Under its terms, whenever an agreement is reached, regarding any particular controversy, between the representatives of the management and men—whether at a

superintendent's meeting, a general superintendent's meeting, or a general manager's meeting—the settlement agreed upon will at once be placed in effect, but an immediate report of the same will be made to the Joint Reviewing Committee. The Joint Reviewing Committee, in its turn, will at its earliest convenience, either ratify the ruling, as adopted, or modify it as may be thought best, and the principles so established will then become binding upon the management and employes in all regions, and will govern all existing and future cases of a similar nature.

The management feels justified in expressing the conclusion that the understanding reached should not only make future strikes wholly unnecessary, but should obviate even the necessity for ever taking a strike vote among the engine and train service employes of this railroad, if both sides live up to the friendly spirit in which the understanding has been established.

Some Facts About the Pennsylvania

More than 250,000 men operate this railroad.

It is the largest public service institution in the world.

It represents more than two billion dollars of the invested savings of our citizens.

The Pennsylvania Railroad Company has 131,115 stockholders of whom 62,795 are women.

Nearly every insurance policy holder or saving-fund depositor in this country has a personal stake in its welfare, through the investments of our banks and protective institutions. Many educational and charitable organizations, as well, have their endowments in its securities.

The public service the Pennsylvania Railroad renders in the movement of passengers and freight is equivalent to one-eighth that of the combined railroads of the United States.

The railroad has 27,000 miles of track, 8,000 locomotives, and 300,000 cars. These are of the highest standard, and designed to promote public safety and convenience.

Phoenix Mutual Life Insurance Company Inaugurates Educational Courses

Miss Alice L. Adams is now Chairman of the Educational Committee of the Phoenix Mutual Life Insurance Company. The committee is planning an extensive program of lectures and classes.

ACTIVITIES OF EXECUTIVE COMMITTEE

Chairman of Subcommittees Reported Progress of Their Annual Reports—Date of the Next Annual Convention Is May 30-31, June 1-2-3, but the Place Has Not Yet Been Definitely Determined, Probably Niagara Falls or New York City, with Conditions Favoring the Former Place—Vice-President Dennison Presented a Charter Granted by the State of Delaware Under the Laws of which State the Association Is Now Incorporated—Report of the Nominating Committee Was Presented, but List of Class II. Trustees Will Not Be Made Public Until Their Acceptances Have Been Received.

President Park presided at a meeting of the Executive Committee in New York on January 11th. The meeting convened at 10 o'clock, the other members present being Mr. Henry S. Dennison, Vice-President; Dr. Lee Galloway, Secretary; Mr. Sydney W. Ashe, Mr. J. H. Yoder, Mr. John McLeod, Mr. E. E. Sheldon, Mr. F. E. Weakly, Mr. George N. Van Derhoef, and Mr. F. C. Henderschott, Managing Director.

The minutes of the meeting of November 8, 1920, were approved.

The Treasurer submitted a report showing balance on hand of \$4,209.30. The report was approved and ordered filed.

The Managing Director submitted a membership report showing two Class "A" memberships received since the last meeting, also four Class "B" and nine Class "C" memberships.

Vice-President Dennison, Chairman of the Subcommittee on Incorporation of the Association, presented a charter granted by the State of Delaware under the laws of which state the Association is incorporated; and the committee was thanked for its work. As the duties for which the committee was appointed have been completed, the committee was discharged.

The Managing Director presented an official copy of the by-laws of the Association, with the statement that the by-laws had been changed only in respect to the terms of offices of the Board of Trustees, provisions being made for the expiration of two of the Class II and two of the Class III trustees each year, so that when the terms of the first Board of Trustees expires, two trustees of each class will be elected yearly. The by-laws as amended, and verified by counsel who had charge of incorporating the Association, were then upon motion of Mr. McLeod, seconded by Mr. Ashe, unanimously approved.

A report of the Nominating Committee was received from the

Chairman of that committee—Mr. L. W. Lane—and by unanimous vote the Managing Director was instructed to thank Mr. Lane and his committee for their work.

Those chosen as Class II Trustees have been notified of their election, but the result will not be made public until those elected have accepted their election and qualified as trustees.

Recommendations as to Future Developments by the Association

There was a discussion as to what recommendations, if any, would be made by the Executive Committee to the Board of Trustees at such time as the Board shall have been chosen, qualified, and organized and ready to take up their duties as provided in the charter and in the by-laws. It was felt that the Board of Trustees would expect some suggestions from the Executive Committee which has conducted the affairs of the Association since its organization. After a general discussion President Park, Secretary Galloway, and the Managing Director were appointed a committee to draft recommendations and submit copies of their draft to each member of the Executive Committee to be acted upon at the next meeting of the committee.

The Managing Director stated that President Park had requested him to secure from the Chairman of each of the Association's Subcommittees a report of progress; that he had written to each of the Chairmen, and that all of the committees were actively engaged in preparing reports, and that so far as it was possible to predict each of the committees would submit a report at the Ninth Annual Convention.

Upon motion of Mr. McLeod, the Managing Director was instructed to secure from Chairmen of Subcommittees the data gathered by them and used in compiling their annual reports, and to keep such data on file in the Managing Director's office and to make available the content of such original data upon request from members. The motion was seconded by Mr. Van Derhoef and unanimously adopted.

Mr. E. E. Sheldon, Chairman of the Association's Subcommittee on "Trade Apprenticeship," asked for a discussion on whether or not he should include in his committee's report information on Elementary Economics. The subject was discussed at some length, practically every member of the committee participating. No official action was taken, as the matter was left with Mr. Sheldon for determination.

The Managing Director was again authorized to contract

for printing the Association's Subcommittee Reports, Annual Volume of Proceedings, BULLETIN, and Special and Confidential Reports upon such terms as in his judgment would best serve the interests of the Association.

Time and Place of Ninth Convention

Mr. Ashe asked if the place and date of the next annual convention had been determined. The Managing Director replied that so far he had received only one invitation, that being from the New York Local Chapter. After a discussion President Park and the Managing Director were appointed a Committee to ask Chairmen of other Local Chapters if they cared to put in a request to be permitted to entertain the Association at its Annual Convention this year.

After the Chairmen of Local Chapters have been heard from the President and the Managing Director were authorized to determine where the Convention shall be held. The first week in June was agreed upon as the date.

A discussion as to the program for the next Annual Convention took place, but no definite action was taken.

The meeting then adjourned, subject to the call of the President.

Program Committee for Ninth Annual Convention

President Park has at the earnest solicitation of the Managing Director, assumed the Chairmanship of Committee to provide a program for the Annual Convention this year. Mr. Park will have associated with him Mr. George N. Van Derhoef, of the Executive Committee, the Managing Director, and the Chairman of the Local Convention Committee when chosen.

Du Pont Employees Receive 16,600 Shares of Stock Awarded as Bonus in 1915

The bonus stock awards granted to employes by E. I. du Pont de Nemours & Co. for the year 1915 became the property of the beneficiaries on January 1st. The awards amounted to about 12,000 shares of common stock and 4,600 shares of debenture stock. The number of employes who received the stock was around 1,400.

Under the terms of the du Pont bonus plan stock awarded as bonus is held for a period of five years by a trustee who credits the employe each month with one-sixtieth of the par value of the stock, the employe in the meantime receiving dividends.

PRESIDENT PARK ADDRESSES PITTSBURGH CHAPTER

Speaking at the Chapter Banquet on December 9th, He Restated and Made Clearer the Functions and Activities of the Association, Emphasizing That the Service Which the Association Can Render—Being Purely a Cooperative Organization—Must Depend in Large Measure Upon the Unselfish Devotion of the Members to the Cause to Which the Efforts of the Association Are Dedicated.

The BULLETIN is in receipt of stenographic notes covering President Park's address to the Pittsburgh Chapter on December 9th. After outlining the functions and the activities of the Association he said:

"As we all know, the key-note of the work of the organization is that of training, which has already been dwelt upon, but back of the thought of training is the fundamental idea of the efficiency of the individual, the efficiency of the employe. The training is but the means; the thing to be considered is that of efficient service on the part of the individual within the industrial organization, and if sometimes as you look over the list of committees, and you ask yourself, 'What has this committee got to do with training?' remember this, please, that these committees are all centering upon this thought of the efficient service rendered by the individual employe, and that training is but the means. Therefore, these different committees, while they have no direct bearing upon the idea of training, aid and broaden the thought of efficiency on the part of employes. Our committees on certain phases of employment work, while apparently lying outside our field, have a direct bearing upon the work of the organization. For if a man is to be trained for efficient work there are certain conditions which must be met.

"The question of placement is important: He must be placed where he may be best trained for his work. Then the condition under which he works, his attitude toward the men under whom he works and home conditions will have a direct bearing upon his efficient service; these all have indirect bearing upon the training problem, and therefore have come properly within the field of our organization work.

"Sometimes we hear people talk about organizations overlapping. I admit sometimes we may be running along parallel lines, but there is no competition between ourselves and other organizations. We are trying to render service along this one

great line, and if we do run parallel to others, it is not because we have any desire to in any way compete with them, but in order to make our own work complete, the lines must at times run somewhat parallel.

Basic Factors in Association's Service

"I want to emphasize two things in connection with the work. One thing is that the service which the National Association can render depends upon the things which you and I put into the organization; the material which it gives out depends upon the material which goes in. This is a cooperative organization, the Association is the intermediary by which I give to you and you give to me, and the amount which you and I get from the organization will depend very materially upon how much you and I put into the organization. It is very easy for us to say that the organization is not doing what it should do. Very often you and I are not putting into it quite what we ought to. It is a matter of give and take. So the success of the Association services must depend to a large degree upon the amount which you and I are willing to put into it in the way of information, in the way of records of events, of our experimental work, so that we may give to others the benefits of our experience.

"Just here I want to say that many of you will be glad to know that the National Association of Corporation Training is now an incorporated organization. It was my pleasure to see about ten days ago in New York City the legal papers which mean that the organization is incorporated. The Association is about to pass into a new order of things which we believe will make possible the enlarging of its work and will put it in a position to operate more effectively and to operate with greater efficiency. We believe that if the Association is to stand for efficiency in industrial work, the Association itself must operate in an efficient manner. The election of trustees comes next. As soon as the trustees are elected the new organization will go into effect and the new work will be undertaken on a more substantial and more business-like basis than has been possible in the past.

"So I trust that as 1921 shall come upon us it will find the Association beginning its new work and able to render still greater service to you because of the better facilities with which it will work.

Information Must Be Applied to Have Value

"Secondly, I want to emphasize that the effectiveness of the work of the Association depends to a large degree upon the ex-

tent to which you and I make use of the material which comes into our hands. It is not enough for the Association to hand it out, it is only to the extent to which you and I find practical use for the information which we get that the Association is going to be an effective organization.

"Not long ago I was visiting one of our Class 'A' members in one of the large cities, and as I talked with certain members of the company's organization, I found that they did not know that their company was a Class 'A' member. I discovered that the president of the company had the reports filed away very neatly in his office. To his organization the Association meant nothing. The most that it meant to him was that its literature looked well in his bookcase, and there it was. It was not being used.

"The Association shall mean more or less to us and to our companies as we learn how to use it, and how to apply to the largest extent the suggestions and information which comes to us. For example, how to use our monthly BULLETIN. Let me just ask you this: Of the twenty which come to your company, how many do you know are being actually read and seriously thought over? I know of some copies which are never looked at, except to say, 'Oh, yes, here is the monthly BULLETIN.'

How to Utilize the Bulletin Service

"There are several ways of making the BULLETINS and the other information of the Association of greater value. I know of certain companies where as the BULLETINS come in they first come to one individual who looks over the list of contents and he marks certain items and pages in sending it out to each individual, which he wishes him to read. The result is that the man who receives it is much more apt to see the information than he is if it comes out without comment or mark. That is just one suggestion, and I think that it is possible for us to make a much wider use of the information which comes through the Association.

"The National Organization can be rendered a valuable service by its Class 'A' representatives if they will study more carefully the methods being used and ways to use the information which comes to the company. The local chapter is a valuable means of helping the Association and the member companies, and by that I mean the demonstrating to the local management the value of membership by the practical suggestions and practical ideas which shall come out of the Association activities and out of its literature. But I believe that the Pittsburgh Chapter is one of the best means we have in this district of helping to en-

hance membership in the National Organization. I want to congratulate the Chapter upon the excellent work which it has been accomplishing, some things which none of the other chapters have accomplished and some of our committees of other chapters are following the work which you have done here in Pittsburgh. I wish that every industrial community might find the same co-operation which we find here between the educational institutions and the leaders of industry. In many communities there is suspicion. The one thinks the other is trying to work to cross-purposes. But here you have given to the organization in general and to our other Chapters a most excellent example of the close and hearty and most effective cooperation. I certainly congratulate you upon that phase of the work as well as the other useful things which you have done.

"I am glad of this opportunity of coming very closely in touch with so many of you and I wish that we might have such meetings as this more often. We certainly have reason to look to the Pittsburgh Chapter for great things in the future. We appreciate the help which it has been to us and we are looking to you to help this end of the organization, feeling that we have no cause for fear that the work will not be well done."

Dennison Company's New Wage Plan

The Dennison Manufacturing Company has elaborated an interesting minimum wage plan in its box factory. A standard of performance is set and girls who fail to meet this test are given more training or are transferred to other work. T. G. Portmore, manager of the works, sums up the experience of the company, as follows:

At the end of each month a carefully tabulated statement is made by the accounting department of all girls who have failed to reach the minimum requirements during the month preceding. This list is sent to the employment manager who then discusses personally with the division superintendent in charge of the various girls the case of each of them, and endeavors to find out why each one was not able to earn the minimum amount.

If it is decided that the reason is lack of training the girl will immediately be transferred into the training department to receive more experience in the work. As yet no transfers of this sort have been made. If it is found that she is not adapted to the work she will then be transferred to another department in the factory where the particular skill such as is needed in box making is not required.

In the case of the girl who is thought to be capable of earning the requirement, but who is simply not working to her full capacity, the division superintendent takes the matter up directly with her, and warns her of her failing, talking over with her the reasons why she has not earned her minimum. So far most cases have been these cases where warning was given.

We employ in box making 568 women, and the results we have obtained during the three months of the operation of this plan with them are these: During the month of July in which our box division worked but two weeks there were seventeen girls who fell below the minimum requirements, and the total deficiency was in excess of \$40. During the month of August the number of delinquent girls had been reduced to ten. Although the total amount of deficiency was \$43. In the month of September the number had been further reduced to five, and the total amount of deficiency was only \$6.

We have been obliged to discharge no girl as yet on account of her inability to make the requirements, although in one or two cases the girls failed to return to work when they had been told about the possibility of future discharge if they did not show improvement.

NEWSY NOTES

Recently a report appeared in the BULLETIN concerning the training courses conducted on behalf of the employes of the company by the Shepard Electric Crane & Hoist Co. More recent information gives these additional details: The employes are now organized in twenty-two classes, with an instruction staff of twenty-eight. Additional courses have been started in business statistics, English for foreigners, and the Shepard product. Mr. W. G. Catlin, Instructor in Charge, advises the BULLETIN that they are looking forward to the most successful school year they have ever had.

The membership of the DuPont Country Club, composed of employes of the company at the Gibbstown, N. J., plant, has now reached 1,031. It is believed this is the largest membership in an employe club organization in the country. Indeed it puts this club in line with some of the largest and most popular country clubs of any kind in the United States.

The Pierce-Arrow Motor Car Co. conducts classes in sales instruction, the graduates of these classes being placed in agen-

cies throughout the United States which handle the company's cars. It is interesting to note how widely the graduates are distributed. This activity must result in an improved service for owners of the Pierce-Arrow car.

On Saturday afternoons dancing classes are held at the Hall of Education of the National Cash Register Company for children of employes and other children who reside in the vicinity of the company's plant. Large numbers of children attend these dances, and the movement has become popular with parents, and especially so with the children.

Russell W. Bremer is the latest addition to the personnel staff of the S. F. Bowser Co. Mr Bremer will concentrate his efforts on the company's publication known as "The Bowser Booster."

As a result of the activities of the Americanization Department of the Schenectady Works of the General Electric Company over eight hundred employes have taken out their first citizenship papers.

A compilation made early in December indicates that approximately 85,000 shares of the General Electric Company's stock had been subscribed for by employes in the various works and offices of the company. The number of shares offered to employes was 50,000. About 32 per cent of the total number of employes availed themselves of an opportunity to become stockholders.

The Yawman & Erbe News contains a list of employes who were neither late nor absent during the last year. It is quite a lengthy list, and indicates an excellent spirit of cooperation on the part of employes with the company.

Educational Courses of the Portsmouth Cotton Oil Refining Corporation

Mr. A. R. Bush, Service Director of the Portsmouth Cotton Oil Refining Corporation, furnishes the BULLETIN with the following account of the educational activities of this company:

"We have recently inaugurated an educational course for our colored employes, graded into three divisions—elementary, intermediate and advanced. The men attend classes one hour each

twice a week on their own time, the company, however, providing all facilities, textbooks, school materials, pays the salary of the teacher who has been assigned to us by the Superintendent of Public Schools, she being a member of his regular staff. The enthusiasm shown by our colored men in these classes is far beyond our expectations. We have a registration at present of 87 and the percentage of attendance is remarkably high. The company offers valuable prizes for attendance as well as scholarship, awarding at the close of the course, which will terminate in May, to each student satisfactorily completing his studies, a framed diploma and group photograph."

NEW BOOKS WHICH MAY INTEREST OUR READERS

The Gateway to English.—By I. D. Cohen. Published by Rand, McNally & Company, New York. Price, \$1.35 net. The author has for the past fifteen years been a teacher in the day and evening schools in New York City. The lessons in the book are the ones that have been taught and the methods devised and suggestions offered have been tried and tested in classrooms. The object of the author in compiling the book was to furnish a reader in English for foreigners—beginners, intermediate, and advanced—also that the book should serve as a text-book in patriotism, American history, customs, language, and ideals for children and adults who come from foreign lands; and further, as a manual of methods for teaching English to foreigners.

Training a Staff.—By Paul Super. Published by the Association Press, New York City. Price, \$2.50 net. Mr. Super has long been a student of methods of training, however, with special reference to Y. M. C. A. secretaries and other Association workers. The purpose of this book is to serve in the training of staffs in the Y. M. C. A., but Mr. Super has also been a student of the training needs of commercial and industrial organizations, and much of the content of the book applies with equal force to training of this character.

Americanization.—By Ellwood Griscomb, Jr. Published by the Macmillan Company, New York. Price, \$1.00 net. This book is one of the series that this publishing house is bringing out dealing with the subject of Americanization. The particular function of this book is to serve as a school reader and speaker—that is, it is a text-book to be used in teaching the foreign born. The book is intended for use in the intermediate, grammar and

lower high school grades. It contains selections from historic American documents and other selections intended not only to instruct, but to give information patriotic in character. The book will serve equally well as a text in corporation schools where Americanization is taught.

The Problem of Americanization.—By Peter Roberts, Ph.D. Published by the Macmillan Company, New York. Price, \$1.60 net. This is still another of the books in the Americanization series, but its purposes and uses are somewhat different from the book above mentioned. It is intended more for use in combating Bolshevism and other radical theories. As the author states: "The purpose of this book is to aid men and women in giving all or part time to the work of Americanization. It emphasizes the heritage that is ours, submits a program and a plan of operation, outlines how men and women may be trained to do the work, and points to the goal which all Americanization workers should keep before them."

Mr. Kaufman Discusses the Store's Personnel Problems

The BULLETIN is indebted to Mr. Charles M. Herrick, Secretary of the Industrial and Public Schools Relations Section of the Pittsburgh Chapter, for the following discussion by Mr. Edgar Kaufman of personnel problems as related to the Kaufman Store in Pittsburgh. The discussion was before the Pittsburgh Chapter:

"The problems of the management are now receiving special attention," said Mr. Kaufman, "and the biggest problems are connected with the personnel; problems of training and the maintenance of morale. This explains Mr. Kaufman's connection with the National Association of Corporation Training, which is doing a great work along these lines.

"In starting this work, job analyses were first made of all the work in the store, and manuals prepared describing the proper method of doing each particular job. It was then found that the men who could write the manuals could not teach, and teachers were brought in to train the employes. Later, cooperative arrangements were made with the Pittsburgh Public Schools for part time cooperative training of pupils, for positions in the store. At the same time this store was cooperating with the Carnegie Institute of Technology in research in the subject of salesmanship training.

"This work was first placed under the direction of the store superintendent, but he could only see the expense connected with

it. It was then decided that the work should be directed by a member of the firm, and Mr. Edgar Kaufman was selected for the work. Under his direction the personnel department has become one of the most important departments in the store, and is producing very satisfactory results."

ACTIVITIES OF LOCAL CHAPTERS

The five Local Chapters of the Association have now settled down to carrying out of their planned programs.

Pittsburgh Chapter

The Pittsburgh Chapter is conducting its work through three Sections, one discussing the problems of "Unskilled Labor and Americanization," another "The Relations Between the Industries and the Public Schools, and the other "Employment Problems." Different programs for the first two have been made. The Section on "Unskilled Labor and Americanization" will meet on the following dates and consider the subjects here given:

February 3.—"Recreation as an Aid in Americanization."

March 3.—"Academic and Shop Training for the Negro in Industry."

April 7.—"Pittsburgh Industry's Part in Americanization."

May 5.—"Special Problems of Assimilation in Industry."

The Section on "Industrial and Public School Relations" will meet on the dates given and consider these subjects:

February 10.—"The Value of Tests in Selecting Pupils for Jobs."

March 10.—"The Demand in the Pittsburgh District for Vocationally Trained People."

April 10.—"Conclusions as to the Value of Vocational Training in Industry in the Pittsburgh District."

The Employment Section is meeting in the offices of the larger member companies, and discussing different factors which have a bearing upon employes.

Western New York Chapter

The regular monthly meeting of the Western New York Chapter was held at the Hotel Touraine, Buffalo, on the evening of January 13th. The principal address of the evening was made by Miss L. C. Gerry, General Secretary of the Larkin Company Y. M. C. A. She described Welfare and Self-Development work, and her address was enthusiastically received.

The Chapter went on record in support of the Public Educa-

tion Association of Buffalo in its contention that the appropriation for the city schools should be allowed as requested by the Board of Education.

Round Tables on "Job Analysis" and "Self-Development and Welfare Work" were held and well attended. Mr. G. C. Boulton of the Larkin Company presided at the Job Analysis Discussion, and W. E. Hosler, of the Spirella Company, presided over the discussion of "Self-Development and Welfare Work."

New York Chapter

The New York Chapter is carrying out the program previously published in the BULLETIN. It is having excellent attendance at its meetings, and is conducting extensive studies and discussions of Personnel problems.

Chicago Chapter

At the December meeting of the Chicago Chapter, which was well attended, Mr. J. J. Garvey of the Training Division of the Western Electric Co. discussed the application of psychological tests and rating scales. Mr. Garvey's discussion was based upon the plans in operation in his own company. He said:

"The tests used at the Western Electric Co. and by other industries are not vocational, but rather to select the individual for the position or job at hand. In order to do this, the first step is to analyze and know the job for which the selection is to be made.

"In selection three points are considered. The first, a personal interview; second, education, and third the result of the test. The test being only a supplement to the interview and not an arbitrary method of selection. The Western Electric Company uses all standard tests for their clerical employes but for their office engineers, the Alpha scale of the Army test is used. The same scale of scoring and standards is used at the Western Electric Company which are used in the Army.

"Mr. Garvey had sample sets of tests. These consisted of the simpler Courtis Arithmetic Test, Woodworth and Wells—"Opposites" tests, Monroe and Kelly "Silent Reading" and Trabue Scale "A," Completion Test and the Difficult Directions Test."

Southern New England Chapter

The Southern New England Chapter met at the offices of the Winchester Repeating Arms Co. in New Haven at 1 o'clock on November 17th. There was an excellent attendance. This Chapter has decided that best results can be attained by holding its

monthly meetings in the afternoon rather than in the evening. A Membership Committee was appointed consisting of:

Mr. J. B. Chalmers, Yale & Towne Mfg. Co., Stamford, Conn.

Mr. Chas. E. Johnston, Phoenix Mutual Life Insurance Co., Hartford, Conn.

Mr. R. F. Bradley, American Tube & Stamping Co., Bridgeport, Conn.

to bring into membership in the national organization such industrial and commercial organizations as would profit by the Association's service.

At the suggestion of the chair it was agreed to request each section chairman to prepare a formal presentation of the particular phase of his subject to be discussed at each meeting, the presentation to consume about twenty minutes and to be followed by general discussion, summaries of the paper to be forwarded to each member, so that they would be prepared to discuss the subject concretely. The subject discussed at this meeting was "Wage Payment and Profit-Sharing," Mr. E. B. Williams of the Winchester Repeating Arms Co. presenting the topic. Lively discussion followed.

On January 19th the Association met at the Yale & Towne Manufacturing Co. at Stamford, but the BULLETIN goes to press too early to give an account of this meeting.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

Pacific Mills, 70 Kilby Street, Boston, Mass., Mr. F. S. Blanchard.

Class "B"

F. S. Maxwell, The New York Edison Company, 15th Street and Irving Place, New York, N. Y.

Class "C"

Albert Fertsch, Dept. of Guidance and Placement, Gary Public Schools, Gary, Ind.

Fred O. Kelley, Young Men's Christian Association, Lincoln, Neb.

Rose L. Lewis, Wall Street Employment Bureau, 20 Broad Street, New York, N. Y.

Stewart Scrimshaw, Kearney & Trecker Company, West Allis, Wis.

Peoples Gas Light & Coke Co. Adopt an Employe Representation Plan

The Peoples Gas Light & Coke Co. of Chicago, Class "A" members of the Association, have recently made public a working draft of an employe representation plan under which the workers will receive an equal voice with the management in dealing with questions of pay, hours, rules, working conditions and other debatable matters that may arise between employer and employe. The workers will hold an election by departments to pick delegates to a convention at which a system will be shaped line by line. There will be one delegate for every fifty employes and the management will have equal representation in the assembly.

The gas company has about 5,000 employes. The plan will be offered to the non-unionized departments, including about 2,500 workers, as the unionized branches have the usual contracts. Later, after it has got into smooth operation, opportunity will be given to the unionized departments to vote themselves under the system if they desire.

Briefly the plan proposes three types of joint council in which elected representatives of the employes are to sit and vote on equal terms with a like number of management representatives. They are:

Department of joint councils, one for each department or group of small departments.

A general joint council representing the departments.

Special joint councils when necessary representing two or more departments.

Employe representatives are to be chosen at semi-annual primaries and elections, the voting to be by secret ballot. By a system of appeals, questions can be taken up through the joint councils directly to the president of the company, and then if there is no agreement between the president and the employe delegates the disputed matter would be submitted to arbitration.

The plan proposes the creation of an industrial relations department, to serve as a constant connecting link between workers and management.

"This plan is simply a natural step in the development of managerial policy," said Samuel Insull, president of the gas company. The principle is not at all new with us. In all the institutions with which I am connected it has been the practice for years to have the business run by employe-official committees appointed from the top.

"The proposal now is to put the same idea into effect from

the bottom upward, in relation to the questions that concern the rank and file of the workers. Employe representation, as we see it, is simply recognition of a natural human desire in every one of us to express his own individuality, to have something to say in the business which he is making his life work."

U. S. Steel Corporation's List of Welfare Activities Since 1912

The eighth annual bulletin of the United States Steel Corporation's Bureau of Safety, Sanitation and Welfare, which is illustrated, shows that from January 1, 1912, to September 30, 1920, they had expended \$81,162,943 in welfare and allied activities. The various items are as follows: welfare, \$14,011,487; sanitation, \$14,724,964; accident prevention, \$7,538,241; relief for injured men and the families of men killed, \$23,662,627; employes' stock subscription plan, \$11,246,859; pension fund payments in addition, in excess of income provided by permanent pension fund, \$1,978,765; and for creation of permanent pension fund, \$8,000,000. Total pension payments to employes have amounted to \$5,408,597 for the period mentioned above, this amount not being included in the total of welfare payments.

As a result of the corporation's safety program the number of accidents per 1,000 employes was reduced 54.06 per cent as compared with 1906 when the program was inaugurated. On the basis of the 1906 accident figures it is estimated that 29,550 employes have been saved from injury since then. The statement shows that the number of dwellings and boarding houses constructed and leased to employes at low rents is 28,260. Twenty-six churches, fifty schools and nineteen clubs have been built. The training departments of the subsidiary companies are operated separately and are not included in the report.

Employes Will Continue to Share Profits of National Cash Register Co.

The National Cash Register Company's plan of sharing profits with its employes will be continued this year, according to Vice-President J. H. Barringer. "President Patterson said he desired the fifty-fifty plan continued in 1921, and accordingly the necessary resolution was passed at the board of directors' meeting," said Mr. Barringer. The plan states "the profits will be determined by an outside firm. After the net profits have been determined 6 per cent on the company's investment will be de-one-half to the company and one-half to the employes. The employes' share is divided into two parts, one-half to 600 executives and one-half to the employes at Dayton."

GENERAL ELECTRIC COMPANY'S BUSINESS ADMINISTRATION COURSE

The Object of This Course is to Give the Prospective Engineer a Broad Business Background for His Future Work—This Company is Also Giving Much Attention to the Draftsmen, Realizing That the Employe Skilled in Drafting Has Potential Values in the Building of the Technical Divisions of the Company.

Recognizing the growing demand for trained business administrators, the General Electric Company of Schenectady, N. Y., has announced a new departure in its educational system by the establishment of a business training course for college graduates without a technical education.

This course in business administration is also being extended to include the graduates of technical colleges employed in the company's testing department, with the idea of giving the prospective engineer a broad business background for his future work. Students taking this course will be paid by the company according to an established scale.

In many respects, the new plan resembles the training schools established by such institutions as the Guaranty Trust Company, National City Bank, and the Standard Oil Company, and will be conducted along similar lines with one or two exceptions.

"The course," says an announcement by the company, "is aimed to give training in the principles of higher accounting, a knowledge of which is of great importance to those who hope to become executives; to explain the essential elements of business law made necessary by governmental supervision of corporation, the tax laws, and other complexities of our modern economic life; and, lastly, to apply this general knowledge concretely to the business of the General Electric Company, which is necessarily intricate owing to the size of the organization, the volume of its sales and the wide range of the articles manufactured.

"The training course consists of actual employment during the business day in one of the accounting departments where the student will become familiar with the practical work and the departmental functions. The class work will engage the best efforts of the student for eight or ten hours each week outside the class periods, which are held two evenings a week from 5:30 to 7:30. The course is divided into semesters and is in progress during the usual months of the college year.

"The demand for men competent to fill positions in the various works and offices of the company both in this country and

abroad," concludes the announcement, "calls for men with thorough training not only in business theory and practice, but also in the methods of the company. The special course in business methods is designed to meet this need."

The General Electric Company now employs in its technical departments from four hundred to five hundred college graduates every year. Students from twenty foreign countries are represented in this enrollment.

The International General Electric Co., Inc., a separate corporation recently formed to handle the foreign business of the parent concern, is planning to establish a similar course of training for students who will represent it in the foreign field in various capacities. A course in foreign exchange will be one of the features of the curriculum.

Course for Draftsmen Apprentices

The draftsman is so closely associated with all engineering problems that his work is not only highly important but may well be considered indispensable to any kind of mechanical work. He must be able to convert the ideas of the designing engineer into practical form for subsequent use in the shops where the machines are actually built. This naturally requires great accuracy, as poor drawings are not only annoying to use but very often entail considerable expense.

An intelligent realization of this problem has led the General Electric Company to establish and develop, along broad educational lines, a complete apprentice schooling system in the conduct of which special stress at present is being laid on the course for draftsmen apprentices. The apprentice system gives instruction in machinist work, moulding, pottery and blacksmithing, among other subjects, but places special emphasis upon drafting or machine design.

The backbone of engineering progress continues to rest on drafting, or machine design. Recent efforts, therefore, to increase the enrollment in the apprentice drafting course bear strongly on the educational and employment problem confronting all manufacturers.

The drafting course is laid out with the idea of giving the apprentice an opportunity of coming into contact with the practical problems relating to manufacturing. The course of study is intended to develop the apprentice's reasoning ability and to acquaint him with subjects contributing to his designing work.

These subjects include algebra, geometry, strength of materials, and elementary mechanics.

The drafting course covers a period of four years for apprentices who have not a high school training or its equivalent. Each year consists of 2,169 hours, with the exception of the year which is spent in the shops, which consists of 2,344 hours. Deductions for holidays and vacation periods have been made and time, as above stated, represents the net amount to be served each year.

For those having high school training or its equivalent, there is a three-year course. The first year is spent in machine shops, foundry and pattern shop, and the next two years in the drafting rooms.

During the final year two weeks are spent in the physical testing laboratory.

Compensation for draftsmen during their apprenticeship is as follows:

First year	20c per hour
Second year	26½c
Third year	32½c
Fourth year	40c

At the end of each six months' period, if the apprentice's class and factory work has been satisfactory, he is given a bonus of two cents (2c) per hour. This bonus will continue as long as the apprentice maintains the standard.

Those enrolled in the three-year course are paid, upon entering, the same rate as the four-year men are paid in their second year, and work under the same bonus conditions as the four-year men.

Upon completion of the course, a certificate and bonus of one hundred dollars (\$100) is given.

Considerable difficulty has been experienced in obtaining students for the drafting course. There are more applicants for the machinist course than the drafting school.

To remedy this situation, the General Electric Company is now conducting an advertising campaign about Schenectady setting forth the advantages of the drafting course and thus encouraging new enrollments.

The campaign is meeting with considerable success, and several new students have already been enrolled as a result of this publicity.

Personnel Activities in Australia

The BULLETIN is in receipt of a publication forwarded by the General Manager of the Electrolytic Zinc Company, of Melbourne, Australia, in which there is an account of the operation of "Cooperative Councils" in that continent. So far as can be gathered from the accounts which are given, the movement has proven satisfactory. A careful reading of the publication indicates that personnel movements in that country parallel to a considerable extent similar movements in the United States. There are "Works Committees," company musical organizations, medical service for employes by the company with which they are employed, cooperative stores, annual holidays with full pay, athletic activities promoted by the companies, schemes for insuring employes satisfactory homes, employe insurance societies, and other similar movements familiar to our readers.

The Berger Manufacturing Company Establishes a Personnel Department

P. J. Henry is now Director of Industrial Relations for the Berger Manufacturing Company. Mr. Henry has had a wide experience in this line of the work with the Jeffrey Manufacturing Company. The new Personnel Department will include all of the activities of an industrial institution usually handled by the Personnel Director.

New Educational Program for Sales Division of the Burroughs Adding Machine Co.

Mr. C. W. Treadwell, Manager of Sales Instruction for the Burroughs Adding Machine Co., kindly favors the BULLETIN with a copy of the *Burroughs Bulletin* of December 17, 1920, which contains a complete outline of the company's new educational program. The account is most too lengthy to reproduce in the BULLETIN, but undoubtedly any of our members interested can secure a copy of the "Burroughs Bulletin" containing the program by directing their inquiry to Mr. Treadwell. The educational program relates to sales instruction and has been approved by the Executive Committee of the company. The program agreed upon represents the combined ideas and opinions of District Managers, District Instructors, Agency Manager, and Home Office Officials.

Americanization Activities of the Lynn Works of the General Electric Company

The General Electric Company, Lynn Works, is conducting an extensive Americanization program. There are at present

23 classes organized with an enrolment of 341 pupils; 19 of these classes are for teaching English and Civics, four are strictly for naturalization purposes to teach American history and Government to prepare the students for citizenship.

During the year 295 pupils have been enrolled in these Naturalization classes of which 125 have been admitted to citizenship, 23 have filed second papers and 43 others have made request for Certificate of Arrival from Washington, 94 have taken out first papers. Six parties totaling 353 people have been transported to and from the court at Salem for the filing of first or second papers.

Many others have received assistance in making out naturalization papers from this department.

Medical Activities of the John B. Stetson Company

Interesting information regarding medical activities is contained in a recent issue of the "Hat Box" published by the John B. Stetson Company. This company maintains a fully equipped hospital with a corps of physicians and nurses. For the year ending December 1st, 1,339 new patients were treated by the company's physicians, and 1,212 revisited the hospital for further attention. In the company's dispensary 1,796 surgical cases were treated, 4,471 medical cases, and 2,061 redressings were made. In the dental department there were 1,526 sittings for treatments of all kinds. During the year the medical department examined 1,003 new employes.

The welfare visitors, or as sometimes designated "Visiting Nurses," made 2,182 calls, of which number 1,589 were due to absences on the part of employes caused by sickness. The supervisor of the welfare department and her assistants—all trained nurses—visit homes of employes utilizing their trained skill in making home conditions healthful and also gave advise where such advice was needed.

After visiting the evening classes at the Pittsfield Works of the General Electric Co., Mr. James A. Moyer, Director of the University Extension Division of the Massachusetts State Department of Education, gave an interview to the *Pittsfield Eagle* in which he said: "Pittsfield has already a first-class technical institute under the direction of Sydney W. Ashe at the General Electric Company. He states that in many respects the General Electric Institute in Pittsfield is one of the best training schools for electrical and mechanical engineering in this country."

THE VALUE AND THE PROPER USE OF A SALES MANUAL

One of Armour & Company's Sale Representatives Gives the Following Interesting Information as to the Proper Use of the Manual and Quotes a Personal Experience to Prove His Point.

Armour & Company find the Sales Manual a most helpful document in promoting the distribution of their products. It is quite impossible for the average salesman to remember all of his "talking points" and to have these points available just at the right moment, but with a properly classified Sales Manual the salesman can immediately refresh his memory and thus be certain that he is utilizing his strongest arguments at all times. W. H. Wollbrink, writing on this subject in one of the Armour & Company publications, gives the following further information and cites a personal experience:

"I may be an egotist, but I know that every man in the Armour sales organization can carry this book and make good use of it if he plans his work properly. When an engineer starts out with the train, he knows in advance just what he is expected to accomplish. He knows he has so many miles to go and a certain length of time to get there. This same thing applies to the Armour salesman, you have traveled your route before, you know the length of time it takes you to work each town. Some men are more readily sold than others, you know about how much time it will take to get their orders.

"It will not be necessary to show the customer cuts of the items that he knows about. Turn to the page showing the article that is new to him. Place the book where he can see the colored cut of the item you are talking about and you use the printed description to pick up your talking points. When you have sold him, CLOSE the book. Do not get into the habit of visiting with him by letting him look through the Manual as a means of entertainment. By showing him only a few items at a time, you will always have something new and interesting for him on your next trip.

"You never can tell just exactly how you are going to make a sale, and sometimes it is just some little remark that turns the trick.

"I remember an incident which occurred not long ago while I was relieving a salesman who was on a vacation. It was during the two weeks soda fountain campaign and I was especially

anxious to make a good showing on the other man's territory. Things were not breaking very good for me that week. I had only a few small orders, but I was consoling myself that I still had one good prospect on this route, a druggist in a certain town whom I knew was always good for a soda fountain order.

"There had been no rain in this country for a long time and it was one of those dull, hot, dusty days when I arrived in the town of my prospect, where I had figured on getting this good-sized order for soda fountain supplies. There were more salesmen than customers coming into this drug store that day and my buyer was somewhat peeved.

"After I had told him who I was with, he said, 'We have plenty of that kind of "stuff" under the counter, we haven't opened all the boxes that came in the last shipment we received from your house three months ago.' I could feel myself slipping here.

Picks Up a Lead

"Two girls came in for refreshments, one asked for a chocolate ice cream soda, and the clerk at the fountain informed her they did not have chocolate. Following this lead, I opened the Manual to page 240, showing two half-gallon jars of rich brown cocoa paste.

"I pushed the book over to the buyer, who was standing with his chin resting on his hand with elbow on counter showcase. He looked at the cut on page 240, and without moving his position, he said, 'Yes, we are out of chocolate, but I buy that from a jobber friend and mix my own syrup.' I saw 'right off the bat' that this man prided himself on being able to make good chocolate syrup, so I did not talk quality. I called his attention to the convenience of having a glass jar of chocolate handy for just such an emergency as this—when he was out and did not have time to stop his other work to cook up a batch of chocolate. I wound up my saying, 'Our chocolate is entirely soluble and will leave no grease upon the glass.'

"My man walked over to the fountain, picked up two chocolate-gummed glasses that had been filled with water and set aside to soak, then he said, 'I'll try your chocolate, send me twelve half-gallons.'

"With this chocolate he ordered other soda fountain goods to the amount of \$55.70.

"Here was a real test of the sales ability of the new Manual.

"Without it before me I never would have thought of saying, our chocolate will leave no grease on the glass, and it was this statement that clinched the sale. With the direct aid of the

Manual, I was able to top the list in the sales of soda fountain goods in my division during the two weeks soda fountain campaign."

The Western Electric Company is now employing the largest number of workers in its fifty-one years of existence. The figures at the end of the third quarter in September were 34,222 employes on its payroll.

The Youngstown Sheet & Tube Bulletin contains photographs of completed houses built by the company and sold on an easy payment plan to employes of the company. About sixty families are now living in houses which have been provided by the company.

Mr. Mont H. Wright, of the John B. Stetson Co. and well known to members of the Association, has been honored with election as President of the Association of National Advertisers. Mr. Wright is Publicity Director for his company, and for several years served on the Executive Committee of this Association.

The Eastern Manufacturing Co. has inaugurated classes in arithmetic. The company's educational work is conducted under the supervision of the Service Department. This company has also recently organized an Employe's Representation Plan, which is being inaugurated as a part of the company's relations with its employes.

The Durham Hosiery Mills is one of the latest companies to inaugurate training classes for its foremen. The class meets one night each week for discussion and lecture work. Mr. A. C. Fleckenstein is in charge of the instruction.

The Solvay Process Co. publishes in its house organ, *Solvay Life*, a photograph of the fifteen instructors in the company's Americanization classes. Thirteen of the fifteen instructors are women. Excellent results have been had by this company in converting its alien employes to American citizens through the process of education.

At the Arlington, N. J., plant of the Du Pont Company an Employes Representation Plan has been inaugurated, and the representatives held their first meeting in December. Hours,

wages, working conditions, and similar topics will be handled through the new Works Conference Committee.

The Commonwealth Steel Co. reports a total registration of eighty-nine of its employees in its training classes, of which number fifty-eight are apprentices.

The Medical Examiner as a Judge of Personality

EDITOR THE BULLETIN :

It is assumed that the necessity for a medical examination of every prospective employe is granted.

Let it also be assumed as equally necessary in a commercial organization that every prospective employe be at par in all respects as well as in the physical. Mentally, morally, socially, and in the elusive quality of personality, which might be considered the resultant of the other characteristics, each one must measure up to the standard of the organization, if the work of the office is to be carried on with a minimum of friction.

In any condition where young men and women are closely associated during their business hours, any uncongenial characteristics, any peculiarities that denote a standard of living appreciably lower than the accustomed, very soon become conspicuous and before long unendurable. Most organizations make provision for social activities of their employes. These are not necessary to supply an absolute lack, but are recognized as being of considerable importance in consolidating and making more effective a unified group spirit. Such activities cannot be forced; they are worse than useless, unless there exists a high degree of spontaneity which will only be aroused when each individual feels himself working with his equals.

Mental equipment can be determined to a certain extent by psychological tests and scholastic experience. Moral and social characteristics to a much less extent by interviewing and from references. Personality, which for the discussion has been suggested as a combination, can be gauged only by the skill of the interviewer in a more or less hurried and routine process. The prospective employe has little opportunity to do more than answer formal questions, wherein his success depends largely on his experience in similar situations and his ability to guess the desired answers. He is not called on to react to any normal requirements.

It is here that the Medical Examiner is most effective. If a complete examination is made his questions take a more personal and intimate form than can be adopted by the interviewer,

which questions will often discover relevant extra-physical facts and conditions which could be brought out in no other way. Such things as personal cleanliness under the exterior of a coat are more easily observed, and tidiness as relates to the presence and proper functioning of buttons, hooks, etc. The examination is essentially a *personal* and *social* situation and the demeanor indicates the characteristic responses to such. The requirements of the examiner to create an unperturbed atmosphere are implied.

The physician's report can be made conveniently brief and without disclosing any confidences. It is enough to have simply a recommendation for or against acceptance with a numerical rating from 5 to 1. In the rating is expressed the general desirability of the individual as a member of the group on the basis of his intimate personal characteristics.

RUSSELL L. GOULD,

With The Edward A. Woods Co., Pittsburgh, Pa.

October 21, 1920.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

F. E. WEAKLY, Chairman.

Montgomery Ward & Company,
Chicago, Ill.

MISS ANN DURHAM, Secretary-
Treasurer.

Federal Reserve Bank of Chi-
cago, Ill.

Southern New England Chapter

A. C. JEWETT, Chairman.

Winchester Repeating Arms
Company, New Haven, Conn.

ROBERT H. BOOTH, Secretary-
Treasurer.

Bridgeport Brass Company,
Bridgeport, Conn.

Pittsburgh Chapter

I. B. SHOUP, Chairman.

Westinghouse Elec. & Mfg.

Company, East Pittsburgh,
Pa.

MR. W. D. MCCOY, Secretary-
Treasurer, Board of Educa-
tion, Pittsburgh, Pa.

Western New York Chapter

E. R. COLE, Chairman.

Acheson-Graphite Company,
Niagara Falls, N. Y.

H. E. PUFFER, Secretary-Treas-
urer.

Larkin Company, Buffalo, N. Y.

New York City Chapter

DR. L. F. FULD, Chairman.

Henry L. Doherty & Company,
New York, N. Y.

JOHN F. KELLY, Secretary-Treas-
urer.

The New York Edison Com-
pany, New York, N. Y.

CHAIRMEN AND DUTIES OF SUB-COMMITTEES

Application of Psychological Tests and Rating Scales in Industry

MISS ELSIE OSCHRIN, Chairman.

R. H. Macy & Company, New
York City.

Duties:

a. To again state the method of
development of tests and to
give a history of their cur-
rent usage with concrete in-
stances.

- b. To determine the indications
for the continued and in-
creasing use of tests in their
application to employment
and personnel problems.
- c. To make further report on
the use of the Rating Scale.

Employment
Mr. H. E. VON KERSBURG, Chair-
man.

R. H. Macy & Company, New
York City.



Duties:

- a. To define the scope and functions of a standard employment department.
- b. To study the relation of the employment department to other sub-divisions of personnel work—training department, health department, welfare department, safety department, etc.; to study and report the relation of the employment department to production, accounting and financing, traffic, marketing.

Executive Training

DR. E. B. GOWIN, Chairman.
Litchfield, Nebr.

Duties:

- To study successful plans for the selection and training of men for executive positions.

Foremen Training

MR. HARRY H. TUKEY, Chairman.
Submarine Boat Corporation,
Newark, N. J.

Duties:

- a. To define what are the scope and functions of foremen training.
- b. To establish definite aims and to frame content which will meet these aims.
- c. To discuss the merits of instructional methods.

Health Education

DR. E. S. McSWEENEY, Chairman.
New York Telephone Company,
New York City.

Duties:

- To make a study to determine best plans for health education and to recommend methods for the instructing of employees in the developing and maintaining of health.

Job Analysis

MR. HARRY A. HOPF, Chairman.
Federal Reserve Bank of New
York, New York City.

Duties:

- a. To determine the influence of job analysis on the equitable establishment of wages.
- b. To determine human qualifications necessary for certain occupations.
- c. To determine methods in the selection of employees for specific jobs.

- d. To determine how best to utilize disabled men.
- e. To make a study of correlations in the establishment of specifications for the same kind of work in the same plant and in different plants.

Labor Turnover

MR. HUGO DIEMER, Chairman.
Winchester Repeating Arms
Company, New Haven, Conn.

Duties:

- To make a study of abnormal labor turnover of the present period due to the world war and how this extraordinary condition has been successfully met by certain industrial and commercial companies which have maintained a normal labor turnover.

Marketing

MR. W. E. FREEMAN, Chairman.
Westinghouse Electric & Manufacturing
Company, East Pittsburgh, Pa.

Duties:

- To make the application of training to the fundamentals of marketing as set forth in the Sub-Committee Report of 1919.

Office Work Training

MISS HARRIET F. BAKER, Chairman.
The New York Edison Co.,
New York, New York.

Duties:

- To study the problems of training workers in small offices and departments and to suggest types of training adapted to them.

Profit-Sharing and Allied Thrift Plans

MISS HARRIET F. BAKER, Chairman.
The New York Edison Company, New York City.

Duties:

- To study the relative merits of various thrift plans and to outline typical programs for promoting thrift.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Company, Framingham, Mass.

Duties:

- To suggest a scheme of standards for rating the graduates

of the public schools which will enable employers to judge more fully their fitness for their work.

Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

- a. To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.
- b. To recommend methods for training for semi-skilled and skilled workers.

Technical Training

MR. R. L. SACKETT, Chairman.
The Pennsylvania State College, State College, Pa.

Duties:

To continue the study of practical ways of securing co-operation between the industries and technical institutions:

1. By individual contact between the industries and the colleges;
2. By improvement in technical training methods;
3. By studying methods for the selection of men.

Trade Apprenticeship

MR. E. E. SHELDON, General Chairman.
R. R. Donnelley & Sons Company, Chicago, Ill.

Duties:

To suggest supplemental subjects which may well accompany the trade teaching of an apprentice school.

Section I—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric & Manufacturing Company, Lester, Pa.

Duties:

- a. To make a study of the economics of apprenticeship.
- b. To make a further study of the standardization of apprenticeship instruction.

Section II—Steel and Iron and Plant Maintenance

MR. JAMES R. BERRY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties

- a. To define the field for apprentice courses.
- b. To study the possible extension of apprenticeship courses.
- c. To outline typical courses.

Section III—Railroads

MR. J. H. YODER, Chairman.
The Pennsylvania Railroad Company, Altoona, Pa.

Duties

- a. To make a survey of the present status of trade apprenticeship in railroad shops.
- b. To recommend helpful suggestions for the improvement of existing conditions and possible enlargement of the field.

Training for Foreign Commerce

MR. C. S. COOPER, Chairman.
W. R. Grace & Company, New York City.

Duties

To study existing schemes of training for foreign commerce and to show the best methods employed.

Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.
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- a. To consider the problem of increasing the efficiency of unskilled labor.
- b. To continue the study of successful methods in Americanization work.

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- a. To study the progress made in visualized training, particularly the progress that has been made in the last six years.
- b. To attempt to evaluate the work that has been done from an educational standpoint.
- c. To make suggestions regarding the ways in which visualized training may be used effectively in industry and in commerce.

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